


SEP 19 2008



UNITED STATES DEPARTMENT OF COMMERCE
Chief Financial Officer
Assistant Secretary for Administration
Washington, D.C. 20230

MEMORANDUM FOR Secretarial Officers
 Operating Unit Heads
 Principal Human Resources Managers

FROM: Deborah A. Jefferson 
 Director for Human Resources
 Management

SUBJECT: 2008 End-of-Year Guidance for Senior Executive/Professional
 Employees

Based upon the Department of Commerce's (Department) record of making meaningful distinctions in ratings, pay and bonuses based on relative performance, the Department again received full certification of its Senior Executive Service (SES) performance management system for Calendar Years 2009 and 2010. Full certification is only obtained when agencies demonstrate that their executives are being held accountable for individual and organizational results. As we go forward, you must continue to critically assess and appropriately reward the contributions of each executive to the success of the Department's mission and programs. This is essential to keeping the Department's efforts aligned with its strategic plan and goals and maintaining our full certification status as well.

The Deputy Secretary serves as the Senior Assessment Official and must certify that:

- the Department's appraisal process makes meaningful distinctions based on relative performance
- results of the appraisal process take into account the bureaus' assessments of their performance against program assessment results; and
- pay adjustments, bonuses, awards, and salaries and overall compensation accurately reflect and recognize both individual and organizational performance.

The Departmental and bureau Performance Review Boards (PRB) are key to ensuring that meaningful distinctions in relative performance are made. They must ensure that the above mentioned criteria is met, with especially close scrutiny being afforded cases in which Outstanding ratings and performance-based pay adjustments above the rate of Level III of the Executive Schedule are recommended. Guidance on the activities, responsibilities and composition of PRBs, is provided at Attachment A of this memorandum.

Prior to commencement of their work this year, PRBs will again be provided with copies of applicable PRB charter(s) and they will be instructed to critically examine performance appraisals' alignment with strategic goals, results, accountability, and performance distinctions in executives' subordinates' ratings as well. In accordance with Departmental policy, during October the Department will conduct information briefings on the SES performance management process, with special focus on the PRBs, for all rating and reviewing officials, PRB members and human resources liaisons. Times and dates of the briefings will be forthcoming.

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Regarding the performance appraisals, it is of critical importance that you convey throughout the management chain and to the PRB that narrative summaries must clearly and strongly support the assigned rating of record and any recommendation for a performance bonus or pay adjustment. They must also communicate the specific nature and quality of the executives' performance results and unambiguously convey their contribution to mission accomplishment. Narrative summaries must be submitted in the format contained at Attachment B of this memorandum, may not exceed two pages, and be written and signed by the supervisor of record, not by the employee whose performance is being appraised. In stating that the ratings should be strongly supported, it means the assigned rating must closely comport to the applicable performance rating level definitions contained at the back of the CD-518 Senior Executive/Professional Performance Agreement, and are provided as Attachment B-1 of this memorandum. Consequences of failure to meet performance requirements are outlined in Attachment C.

In accordance with applicable Department Organizational Orders, the Deputy Chief Financial Officer (CFO) will rate the critical element, "Financial Operations and Management," and the Chief Information Officer (CIO) will rate the critical element, "Information Technology Management." Guidance on the CFO and CIO positions, as well as guidance for other positions for which there is a Departmental executive counterpart position, will be forthcoming shortly.

Please advise your management that recommendations must be made in line with the Departmental Pay Policy Summary contained at Attachment D. This policy supports the requirement that the highest performers shall receive the highest compensation. Prior to submission to the Department, bureaus and operating units must review all documentation to ensure that all submissions comply with the policy criteria and reconcile any discrepancies. As was done last year, a documentation submission checklist will be provided to principal human resources managers under separate cover. They will be required to review the checklist and certify that all submission requirements have been met.

The Office of Personnel Management finalized its guidance on 2009 Presidential Rank Awards, full copies of which have been provided to the human resources offices. This year, there are substantive changes. Please be certain to submit nominations in accordance with the guidance contained at Attachment E.

As always, please remind rating and reviewing officials that performance-based pay adjustment, bonus and other related recommendations are not final until approved by the Secretary of Commerce. Bureau/operating unit recommendations are not binding, so no written or verbal feedback may be provided to executives until after receipt of the Secretary's approval.

The timetable for end-of-year activities is contained at Attachment F. Please ensure that your staff carefully follows all procedures and strictly adhere to the timetable. If you have any questions, please feel free to contact me at (202) 482-4807, or Denise A. Yaag, Director, Office of Executive Resources at (202) 482-3600.

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Attachments:

- Attachment A - Operating Unit/Bureau Performance Review Board (PRB) Guidelines and OPM Appraisal System Criteria
- Attachment B - Narrative Summary Format and SES Performance Rating Level Definitions
- Attachment C - Adverse Action Procedures for Career SES Members Who Fail to Meet Performance Requirements
- Attachment D - Pay Policy Summary
- Attachment E - Presidential Rank Award Program Instructions and Sample Formats
- Attachment F - Timetable for End-of-Year Senior Employee Activities

Operating Unit/Bureau Performance Review Board (PRB) Guidelines

The following highlights the PRBs' role in performance management and the processes they must follow to meet Civil Service Reform Act, Chief Human Capital Officers Act of 2002, and the National Defense Authorization Act of 2004, Office of Personnel Management implementing regulations, and Departmental requirements. These guidelines are supplemented by applicable operating unit/bureau PRB charters.

PRB Membership Restrictions

While additional restrictions may be listed in applicable PRB charters, at a minimum, a member shall not participate in a specific performance appraisal review when he/she is:

1. The senior executive whose performance is being reviewed
2. The rater of the senior executive(s) whose performance is being reviewed
3. The direct subordinate of the senior executive whose performance is being reviewed.

To participate in PRB deliberations, each member must have a current performance rating of Fully Successful or higher.

Each PRB must have at a minimum, one member who is not within the organizations under the reporting line of the Secretarial Officer or Operating Unit Head.

General Process Information

Prior to commencement of PRB activities, all members must be provided with copies of applicable PRB charter(s), the content of which must be discussed with them by a human resources office representative having expertise in executive performance management subject matter. PRBs additionally must be advised that in the conduct of their work they must critically examine performance appraisals' alignment with strategic goals, results, accountability, and performance distinctions in executives' subordinates' ratings as well.

PRBs must be diligent in the review process to ensure meaningful distinctions based on relative performance are being made, thereby strengthening the link between performance and pay. In particular, PRBs are required to examine the alignment of executives' performance outcomes with strategic goals and performance distinctions in their subordinates' ratings as well. A listing of the ratings of executives' immediate subordinates should be attached to each executive's rating and provided to the PRB and also submitted to the Department as part of the Appointing Authority's recommendations.

PRBs review initial summary ratings and performance-based pay adjustment and bonus recommendations and based on Departmental Pay Policy (Attachment D) make recommendations to appointing authorities on:

1. Final annual summary ratings
2. SES bonuses

3. Performance-based pay adjustments for SES, SL and ST employees
4. Presidential Rank Awards

In their review process, PRBs must consider organizational assessments and OPM's criteria for certified performance management systems. Exhibition of these criteria support meaningful distinctions in relative performance. The criteria are provided at the bottom of this attachment.

Higher Level Review

A senior executive may request higher level review of the initial summary rating before they are forwarded to the PRB for review. The senior executive is entitled to one higher level review. The request must be made to the principal human resources manager within 5 work days of receipt of the initial rating. This must be done prior to the PRB considering the executive's rating.

Recommendations to Secretarial Officers and Operating Unit Heads

After review of performance appraisals, initial summary ratings, senior executives' written responses, if any, recommended performance-based pay adjustments and bonuses, and organizational assessments, PRBs must compare documentation against criteria in PRB charters and assessed for conformance with OPM criteria. Written recommendations regarding senior executive appraisals and ratings must be made to the appropriate Secretarial Officer/Operating Unit Head. PRB recommendations are not binding. When the PRB does not concur with the initial summary rating, or when there is a record of disagreement with the rating by the executive, the PRB must include a written explanation for its recommendation. PRBs must always document its recommendations concerning the proposed performance-based pay adjustments and bonuses on page 5 of the CD-518 form and the PRB Chair must initial them.

OPM Criteria

Alignment – Performance expectations' linkage or derivation from the Department's and subordinate organizations' mission, strategic goals, program/policy objectives and/or annual performance plan.

Consultation – Evidence is present that performance expectations are based on senior employees' involvement and input and were communicated to the employee at the beginning of the appraisal period and requirements and progress in meeting them was communicated at appropriate times thereafter.

Results – The summary material being reviewed reflects that performance expectations for senior employees apply to their respective areas of responsibility; reflect expected Departmental or organizational performance, clearly describe performance that is measurable, demonstrable or observable; and focus on tangible outputs, outcomes, milestones, or other deliverables.

Balance – The documentation includes appropriate measures or indicators of results; customer/stakeholder feedback; quality, quantity, timeliness, and cost effectiveness as applicable, and competencies or behaviors that contributed to and are necessary to distinguish outstanding performance.

Assessment and Guidelines – Evidence is present that the agency head or designee provides assessments of performance of the agency overall, as well as each of its major program and functional areas, such as GPRA goals and other program performance measures and indicators, and evaluation guidelines issued and based, in part, upon those assessments provided to senior employees, senior employee rating and reviewing officials and the PRB members. Assessments and guidelines are to be provided at the conclusion of the appraisal period but before ratings are recommended.

Oversight – There is rigorous oversight of the appraisal process by the agency head or designee who certifies that: 1) the senior employee appraisal process makes meaningful distinctions based on relative performance; 2) results of the process take into account, as appropriate, the agency's assessment of its performance against program performance measures; and 3) pay adjustments, cash awards, and levels of pay accurately reflect and recognize both individual and organizational performance.

Accountability – The senior employee's rating (as well as subordinate employee's performance expectations and ratings for those with supervisory responsibilities) appropriately reflect the employee's performance measures, and any other relevant factors.

Performance Differentiation – 1) The appraisal process includes a rating level that reflects outstanding performance and provides for clear differentiation of outstanding performance, as defined in the regulations; and 2) the appraisal process results in meaningful distinctions in relative performance based on senior employees; actual performance against rigorous performance expectations. "Relative performance" in this context does not require ranking senior employees against each other. Indeed, such ranking is prohibited for the purpose of determining performance ratings. Rather it is defined as the performance of a senior employee with respect to the performance of other senior employees, including their contribution to agency performance, where appropriate, as determined by the application of a certified appraisal system.

Pay Differentiation – Individual pay rates and pay adjustments, as well as their overall distribution, reflect meaningful distinctions among executives based on their relative contribution to agency performance. Agencies must ensure transparency in the process for making decisions. The highest performing senior employees should receive the largest pay adjustments and or highest pay levels (including both basic pay and performance awards), particularly above the rate for level III of the Executive Schedule.

Narrative Summary

Bureau: _____
Name of Senior Executive Professional: _____
Position Title: _____
Recommended Rating (Adjective): _____
Pay Adjustment Percentage: _____ New Salary Level: _____
Bonus Percentage: _____
Check if Nominee is Under Consideration for a Presidential Rank Award: _____

(Narrative not to exceed two pages.)

Supervisory Signature: _____

**Adverse Action Procedures for Career SES Members
Who Fail to Meet Performance Requirements**

Coverage

Career SES members who have completed the probationary period, if required, and who are not re-employed annuitants.

Removal Due to Failure to Meet Annual Performance Requirements

An Unsatisfactory rating requires a reassignment or transfer within the SES, or removal from the SES in accordance with 5 CFR 430.309(c)(1).

Two Unsatisfactory ratings within any period of 5 consecutive years require removal from the SES in accordance with 5 CFR 430.309(c)(2).

Two less than Fully Successful ratings in any period of 3 consecutive years require removal from the SES in accordance with 5 CFR 430.309(c)(3).

Notice in writing is required at least 30 days before the effective date of the removal action. The notice shall include:

- The basis for the action;
- The executive's placement rights;
- The executive's right to an informal Merit System Protection Board (MSPB) hearing;
- The effective date of removal;
- (If applicable), the appointee's eligibility for immediate discontinued service retirement in lieu of placement rights.
- The fallback position to a GS-15 or equivalent position will be identified.
- Notice of the right to an informal hearing before MSPB at the employee's request at least 15 days before the effective date of removal.

Removal for less than Fully Successful performance cannot be made effective within 120 days after the appointment of a new Secretary of Commerce or the appointment of the career appointee's most immediate supervisor who is a noncareer appointee and has the authority to remove the career appointee (the Secretarial Officer). This restriction does not apply when the career appointee has received a final rating of Unsatisfactory under the Department's performance appraisal system before the appointment of a new agency head or Appointing Authority.

**Senior Executive/Professional
Pay Policy Summary**

The Department of Commerce (DOC) determinations on setting and adjusting rates of basic pay for Senior Executive Service (SES) members and Senior Professionals are based on each executive's individual performance and in relation to the quality of achievement of organizational and Departmental goals and objectives.

The DOC SES Performance Management System has five summary performance levels: Outstanding (Level 5), Commendable (Level 4), Fully Successful (Level 3), Minimally Acceptable (Level 2), and Unsatisfactory (Level 1). No decimals other than .5 may be used in assignment of element ratings.

DOC SES Performance-based Pay Adjustment Basic Eligibility Criteria

The senior executive has not had a pay increase since January 6, 2008.

An executive's summary performance rating must be at least Fully Successful (Level 3, 290-379 points).

A rating of Fully Successful (Level 3) or higher has been assigned to each critical element in the senior executive's performance plan.

Pay adjustments may only be proposed within the applicable pay adjustment ceilings. Senior executives may receive increases of up to 2 percent for a Fully Successful rating, up to 4 percent for a Commendable rating, and up to 6 percent for an Outstanding rating.

In accordance with 5 CFR 534.404(b)(2), a senior executive who receives an annual summary rating of Outstanding (Level 5, 470-500 points) must be considered for an annual pay increase subject to the limitation on the maximum rate of base pay in 5 CFR 534.403(a)(2).

Decisions concerning SES performance-related downward pay adjustments are limited to no more than 10 percent of base pay and will be made at the discretion of the Secretarial Officer, with prior consultation with the Director for Human Resources Management, and the approval of the Departmental Executive Resources Board (DERB).

Supplemental Pay Adjustment Criteria for SES Rated Commendable or Fully Successful

Although the Department's executive pay policy allows for performance-based pay adjustments up to 4 percent for a Commendable rating, and up to 2 percent for a Fully Successful rating, regulations require agencies to differentiate among its executives' pay based on individual performance and/or contribution to agency performance. Regulations state that certified performance management systems must provide for pay differentiation, such that senior employees who have demonstrated the highest levels of individual performance receive the highest ratings, as well as the largest corresponding pay adjustments, cash awards, and levels of pay, particularly above the rate of level III of the Executive Schedule.

It remains the Department's policy that only the highest performing senior executives generally should receive any type of pay adjustment that raises or maintains a salary above the rate for level III of the Executive Schedule (currently \$158,500 for 2008). Only in very limited circumstances, such as the significant scope of responsibility of the position, the demonstration of a high level of individual performance on a particular matter, an exceptionally meritorious accomplishment, or making a particularly significant contribution to the Department, may executives rated Commendable currently with salaries at or below \$158,500 receive a performance-based pay adjustment that would result in their salaries exceeding the 2009 rate for level III of the Executive Schedule.

In addition, absent the exhibition of one of these exceptional individual accomplishments, executives rated Commendable currently with salaries above \$158,500 (the 2008 level III of the Executive Schedule) may not receive performance-based pay adjustments that would result in their salaries further exceeding the rate for level III of the Executive Schedule. Such individuals will only receive adjustments up to the new 2009 rate for level III of the Executive Schedule.

Performance Justification Summaries documenting pay adjustment recommendations for employees rated Commendable that would raise or maintain salaries above the rate for level III of the Executive Schedule must include a statement that specifically acknowledges that a salary rate above the EX-III is recommended on the basis of the individual's exceptional accomplishment(s).

Executives rated Fully Successful will only be considered for a performance-based pay adjustment up to the rate for level III of the Executive Schedule.

DOC SES Bonus Pool

The DOC SES bonus pool is funded at 7.5 percent of the aggregate salaries of career executives as of September 30, 2008. Pool amounts are calculated by separate program areas and prorated to provide for distribution by DERB recommendations to the Secretary of Commerce. The DERB may adjust individual pools as long as the agency 7.5 percent funding maximum is maintained. The Department will provide Secretarial Officers/Operating Unit Heads their bonus pool amounts. Bureaus and Operating Units may not exceed the designated pool amounts.

DOC SES Performance-based Bonuses

In accordance with statute, only career executives may receive performance-based bonuses. If proposed for a bonus, career executives may receive at a minimum 5 percent, up to 20 percent of salary. Bonuses may only be proposed within the applicable bonus amount ceilings; executives may receive a 5 percent bonus for a Fully Successful summary rating, up to 15 percent for a Commendable summary rating, and up to 20 percent for an Outstanding summary rating. Bonuses are computed as a percentage of base salary, up to two decimal places. Expression of bonuses as dollar values rather than percentages will not be accepted.

2008 Distinguished Presidential Rank Award recipients are not eligible for bonuses because the Rank Award is equivalent to 35 percent base pay. Meritorious Rank Award winners may receive performance awards in the same calendar year up to the amount that combined with the Rank Award does not exceed 35 percent of salary.

Presidential Rank Award Program Instructions

General Information

To recognize prolonged high quality accomplishment, the President awards the rank of Distinguished Executive, Distinguished Senior Professional, Meritorious Executive, and Meritorious Senior Professional each year to a select number of SES career executives and senior career professionals.

Distinguished Executive and Distinguished Senior Professional Rank Awards recognize sustained extraordinary accomplishment and include an award of 35 percent of base pay.

Meritorious Executive and Meritorious Senior Professional Rank Awards recognize sustained accomplishment and include an award of 20 percent of base pay.

The Department submits its nominations to OPM which administers the Presidential Rank Award Review Boards, composed of private citizens. Separate Review Boards evaluate SES nominations and the Senior Professional nominations. Each Board has three members who individually evaluate and rate the accomplishments described in the justification statements. Each member makes an independent judgment on the cases presented.

The Review Boards for the Distinguished Rank Awards meet in Washington, DC, usually in March or April. OPM conducts inquiries on all nominees for Distinguished Rank Awards that the Review Boards recommend for approval and pays the cost of these inquiries. Distinguished nominees who do not score high enough to be recommended for approval are referred to Meritorious Review Boards, if eligible. Review Boards for Meritorious Rank Awards meet in various locations across the country.

Submission Requirements

Nominations must be signed by the appropriate Secretarial Officer and/or Head of the Operating Unit before submission to the Department.

Each nomination must contain the following original documentation (and four (4) copies), arranged in the order listed below:

- Form CD-590, Executive Personnel Transaction (available on the Department's forms website), signed by the Secretarial Officer or Head of the Operating Unit. Please note, bureaus must ensure that all information on the CD-590 matches exactly the data provided on the nomination form.
- Completed copy of the applicable Presidential Rank Award Program Nomination Form. Each nomination form must be complete and legible.
- Biographical Summary describing current and former position in executive's SES or Senior Professional Career.
- Bulleted Career Summary of career accomplishments achieved by the nominee, which serve as the basis of the nomination and are described in greater detail in the justification statement.

- A justification statement that addresses the nominee's career accomplishments in terms of the Senior Executive or Senior Professional criteria in a concise manner. The Presidential Rank Award Review Board members will evaluate the nomination against the same criteria. The justification statement may not exceed three (3) pages in length; longer justifications will be returned without action. Please spell out acronyms and abbreviations. Do not use any staples or paper clips in the nomination folder. The justification heading should indicate the individual's name, title and operating unit. See Attachment E-1.
- A summary data sheet listing rank nominees showing name, the current and 3 previous years' performance ratings, years of service with the Department, previous recognition, including rank awards for which nominees were recommended but not approved. See Attachment E-2.
- The accounting classification code number to be used for payment of an award.
- The work phone and fax number of each nominee.

Bureaus must ensure that nominations meet OPM and DOC requirements exactly, and all packages should be free of typographical errors. Nominations returned for rewriting or other corrections should be rare.

If you have questions concerning the Presidential Rank Award Program or the nomination procedures, please call Terri Lucente, Executive Resources Policy Program Manager, at (202) 482-1630.

(Full Name of Nominee)
(Nominee's Title)
(Operating Unit)
Department of Commerce

Career Summary
Nomination for the Rank of _____

- The career summary is to be written in bullet form, as shown here, and may not exceed one-half page (no smaller than 11-point font; at least 0.8 inch margins).
- In the summary, you must provide a brief summary of career accomplishments achieved by the nominee which serve as the basis for the nomination and are described in greater detail in the justification statement. You may include such things as the years of public service (or the year the nominee entered public service); and the position currently held. The career summary statement should highlight the executive's current experience.
- Be mindful that the judges are private citizens; therefore, the statement should be tailored to address an outside, lay audience.
- Check and check again for typos.
- This summary is subject to public release under the Freedom of Information Act.

[Name of Operating Unit]

DISTINGUISHED NOMINATIONS

NAME	RATING YEAR 08	PRIOR RATINGS 05 06 07	YEARS OF SERVICE	PREVIOUS RECOGNITION*
1. Susan B. Anthony	O	O C O	15	'07 - 15% Bonus '05 - Meritorious Rank
2. John Sanchez	C	O O O	12	'07 - 10% Bonus '06 - Dist/Nominee/NS

MERITORIOUS NOMINATIONS

NAME	RATING YEAR 08	PRIOR RATINGS 05 06 07	YEARS OF SERVICE	PREVIOUS RECOGNITION*
1. Jerry Brown	O	O O O	19	'07 - 20% Bonus '06 - 15% Bonus '92 - Gold Medal '91 - Nobel Prize '85 - Merit/Nominee/ NS
2. Gina Chin	C	C O O	4	'07 - 9% Bonus

* When an executive received an SES bonus in the past, provide the year and percent of the bonus as illustrated. **Do not provide the dollar amount.**

Timetable for End-of-Year Senior Executive/Professional Activities

September 19, 2008	End-of-Year Guidance issued.
September 24, 2008	Bureaus provide Department's Chief Financial Officer and Assistant Secretary for Administration (CFO/ASA) with bureau organizational assessment data based on PART and PMA scorecard measures.
September 30, 2008	End of FY 2008 Senior Executive/Professional Performance Cycle.
October 10, 2008	Bureaus provide Department's Chief Financial Officer and Assistant Secretary for Administration (CFO/ASA) with bureau organizational assessment data based on GPRA measures.
October 15, 2008	Executive Resources Information System (ERIS) is populated via download from the National Finance Center (NFC) and forwarded to the bureau contacts.
October 20, 2008	Recommended rating and appraisals for bureau CFOs and CIOs covering bureaus' 75 percent of ratings are sent to the Department's Office of Human Resources Management (OHRM), Office of Executive Resources (OER) for consolidation with the "Financial Operations and Management" critical element, and the Department's CIO for evaluation of the "IT Management" element, which are 25 percent of CFOs' and CIOs' overall ratings, respectively.
October 23, 2008	Organizational assessment results are issued to bureaus as required by OPM regulations.
October 24, 2008	<p>Bureaus provide recommended ratings and performance-based pay increase/bonus amounts for those executives requiring Departmental Performance Review Board (DPRB) review to OHRM, OER. Principal Human Resources Managers forward performance ratings of executives requesting higher level review to the Director, OHRM.</p> <p>Office of the General Counsel (OGC), Chief Information Officer (CIO), CFO/ASA and the Office of the Secretary (OS) provide recommended ratings to the Director for Human Resources Management (HRM), OHRM, for Office of the Secretary PRB review.</p>
October 27-31, 2008	<p>Bureaus, including OS, provide recommended ratings and performance-based pay increase/bonus amounts to bureau operating Performance Review Boards (PRB) and convene PRBs and the DPRB.</p> <p>The Departmental Performance Review Board (DPRB) will perform the higher level review for executives who exercise this option and for which no higher level exists in the bureau or operating unit. DPRB completes review of performance ratings of executives requesting higher level review and forwards recommendations to the Secretarial Officers for their PRBs' consideration.</p>

November 4, 2008	Results of DPRB review of ratings are provided to bureau heads by the Director for HRM.
	Results of the OS PRB review are provided to OGC, CIO, CFO/ASA, and OS by the Director for HRM.
November 7, 2008	Bureaus, OGC, CIO, CFO/ASA, and OS complete bonus and performance-based pay adjustment review process. Secretarial Officers submit recommendations for bonuses and performance-based pay adjustments (with appraisals and narrative justifications), Presidential Rank Award nominations to the Director for HRM, for the Departmental Executive Resources Board (DERB) review.
November 20-21, 2008	DERB meets and finalizes recommendations on bonuses and performance-based pay adjustments and submits them to the Director for HRM.
December 5, 2008	Final decisions are made by the Secretary of Commerce.
December 11, 2008	Bureaus are notified by the Director for HRM of final decisions and OHRM electronically transmits approved information to NFC.
December 18, 2008	FY 2008 SES Bonus awards are paid by NFC.
January 2008	Performance-based pay adjustments are processed.